



SECRETARY OF THE ARMY  
WASHINGTON

19 MAR 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program)

1. The expertise and competency of our Department of the Army Civilian Corps is essential to the success of our Soldiers on the battlefield and to building a flexible, streamlined and responsive Generating Force. Our Army demands that Civilian employees commit to a lifetime of professional and personal growth, and I hold each Army Civilian accountable for mapping and navigating a progressive program of self-development. Commanders, supervisors and managers share responsibility for enabling Army Civilian employees to reach their full potential.
2. We must create and maintain a structured civilian professional development system designed to meet our Army's long-term performance needs in the most productive and efficient way possible. By this directive I hereby establish the Senior Enterprise Talent Management (SETM) Program as a key component of this system. SETM will be the means by which the Army prepares its Senior Civilians to assume those duty positions of greatest responsibility across the Department. This directive and its enclosures introduce the SETM concept and promulgate its governing policies and procedures (for example, applying to participate in SETM (enclosure 1) and Board processes (enclosure 2)).
3. The SETM Program is designed to afford selected GS-14, GS-15 or equivalent Army Senior Civilians an exceptional professional development, senior-level educational or experiential learning opportunity. I encourage you to learn about the SETM Program and, if you have employees interested in applying, encourage them to inform their chains of command or chains of supervision. Selection for SETM modules is linked to an applicant's past and present duty performance, potential for leadership and career progression, and the needs of the Army. Commanders and supervisors should support the SETM applications of candidates who represent the "best-of-the-best": high-performing Senior Civilian leaders with outstanding potential for assignment to positions of greater importance, responsibility and impact across our Army.
4. Currently, the SETM Program comprises the following four modules. However, as the needs of our Army and the Army Civilian Corps evolve, I envision enhancing the program to meet changing requirements.
  - Participation in the Enterprise Placement Program and Designation as an Army Enterprise Employee (AEE) (Enclosure 3). This component of the SETM Program is

**SUBJECT: Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program)**

open only to Army Senior Civilians in grade GS-15 (or equivalent) who apply and are selected as AEEs based on past performance and demonstrated potential. Through the Enterprise Placement Program, AEEs are slated for consideration for an assignment to key GS-15 (or equivalent) competitive service positions designated as Army Enterprise Positions (AEPs). AEPs are specially designated jobs, located Armywide, at all command/organizational levels in a variety of career fields and disciplines, for which we need our most talented Senior Civilian leaders. Service in an AEP is designed to challenge the assigned AEE, adding breadth and depth to the employee's skills and capabilities. In addition, the Enterprise Placement Program enhances organizational efficiency by ensuring that selecting officials are presented a wide variety of "high speed" candidates from which to hire, a reduction in "underlap" with improved knowledge transfer between transitioning personnel and more timely vacancy forecasting and succession planning. Although participation in the Enterprise Placement Program generally will involve a permanent change of duty station, a mobility agreement IS NOT required until an AEE is offered and accepts a placement in an AEP (enclosure 6). The number of applicants who may be considered and selected for participation in the Enterprise Placement Program is not limited.

- Project-Based SETM Temporary Duty (TDY) Assignments (Enclosure 4). This component of the SETM Program is open to all Army Senior Civilians in grades GS-14 and GS-15 (or their equivalents) who apply and are selected for participation. These are short-term developmental assignments intended to challenge and provide a "broadening" experience to the participant. This SETM module consists of a TDY assignment to work on a special project nominated by a command or organization, as part of a working group or "tiger team," or to fill a "critical need" detail for a period not to exceed 179 days (enclosure 9). Upon completion of the TDY assignment, participants return to their permanent duty stations with no further obligation; a mobility agreement IS NOT required. The number of applicants who may be considered and selected for participation in the SETM-TDY module is limited only by available funding.
- Student Attendance at Senior Service College (Enclosure 5). Senior service college (SSC) is the apex of Army professional development and prepares Army Senior Civilian students for positions of significant responsibility in the Department of Defense (DoD) and Department of the Army. This SETM component is open to applicants in grades GS-14 and GS-15 (or their equivalents) who will compete for allocated seats at the U.S. Army War College (Resident or Distance Education Program) or the Industrial College of the Armed Forces (Acquisition or non-Acquisition Course). Attendance at SSC is designed to expand a student's knowledge of the national security mission and strengthen the student's understanding of the complex policy and operational challenges senior DoD and Army officials face. SSC develops students to assume strategic-level leadership

SUBJECT: Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program)

roles in the joint, interagency, intergovernmental and multinational environments, with an emphasis on the employment of land power. On completion of the program, graduates are placed in duty positions intended to leverage the competencies fostered at SSC and where the Army most needs their capabilities. Students who complete SSC in residence are subject to a Graduate Placement Program. Accordingly, each applicant for resident SSC must execute and submit both a mobility agreement (enclosure 6) and a continuation of service agreement (enclosure 7). Distance learning SSC applicants must complete only a continuation of service agreement. The number of applicants selected for attendance at SSC is limited by the number of slots allocated to civilians by the Army War College or Industrial College of the Armed Forces. For more information about SSC, review AR 350-1 (Army Training and Leader Development), at [http://www.apd.army.mil/pdffiles/r350\\_1.pdf](http://www.apd.army.mil/pdffiles/r350_1.pdf).

- Participation in the Defense Senior Leader Development Program (DSLDP) (Enclosure 5). Open to Army Senior Civilians in grades GS-14 and GS-15 (or their equivalents), DSLDP is DoD's premier civilian leadership program. DSLDP is a 2-year comprehensive educational and developmental program designed to inculcate in participants the enterprisewide perspective needed to lead organizations and programs, and achieve results in the joint, interagency and multinational environments. Selection to DSLDP is a three-part process: application through the SETM Program, selection by the SETM Board process for Army nomination to DoD and selection for participation in DSLDP by a DoD Selection Board. DSLDP participants continue in their current assignments with the Army when not in official DSLDP training. DSLDP includes attendance at an SSC (other than the SSC sponsored by the Service with which the DSLDP participant is affiliated, in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment. All DSLDP graduates are subject to a Graduate Placement Program. Accordingly, each applicant for DSLDP must execute and submit both a mobility agreement (enclosure 6) and a continuation of service agreement (enclosure 7). The number of applicants nominated to DoD for selection for DSLDP is limited by the quota DoD imposes. Additional information is in AR 350-1 and at [http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP\\_Program.aspx](http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx).

5. Building on the successful central management of the Army's Executives and Senior Professionals, the SETM Program will operate under the overall supervision and oversight of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) and will be executed by the Civilian Senior Leader Management Office (CSLMO).

a. Within 180 days of the date of this directive, the ASA (M&RA) will develop and promulgate additional implementing guidance for the SETM Program as may be required.

SUBJECT: Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program)

b. The ASA (M&RA) and CSLMO will administer SETM in accordance with Merit System and Equal Employment Opportunity principles and will be governed by all other applicable laws, regulations and requirements (for example, the Priority Placement Program). The ASA (M&RA) and CSLMO will ensure that SETM complements and leverages other DoD and Department of the Army leader development programs and initiatives, while avoiding duplication of same.

c. The Director, CSLMO will ensure appropriate announcements to the Army workforce about the selection of Army Senior Civilians for participation in the SETM Program.

d. Not later than 30 June of each year, the Director, CSLMO, through the ASA (M&RA), will provide me a comprehensive report documenting the execution of the SETM Program over the preceding 12 months. The report will evaluate the program's effectiveness, both in promoting the development of individual Army Senior Civilians and in meeting the strategic competency requirements of participating commands and organizations. The report will document statistics showing the number of program applicants and selectees, as well as the number of slates issued and placements made. The report will further assess the efficiency and effectiveness of the application, selection and placement criteria and processes associated with each SETM module, and quantify the return on the Army's investment in the program. As appropriate, the report may include compilations of longitudinal data on and feedback from Army Senior Civilian employees and command and organizational partners. As appropriate, the Director, CSLMO shall include in the report recommendations for necessary enhancements and modifications to the program and policy. The report will be coordinated with the Deputy Chief of Staff, G-3/5/7 (Training); the Deputy Assistant Secretary of the Army (Civilian Personnel and Quality of Life); and the commanders of Army commands, Army service component commands and direct reporting units; and the Administrative Assistant to the Secretary of the Army.

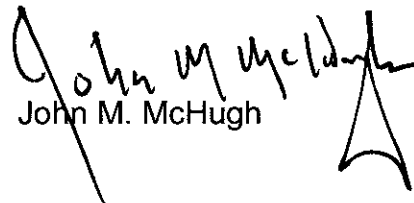
6. Detailed information about the SETM Program and its component modules, as well as step-by-step instructions on how to apply for any SETM component, are available at <https://www.csldo.army.mil/CTMO/CTMOIndex.aspx>. Applicants will use a secure, automated tool—the Senior Enterprise Talent Management System—to self-nominate for participation in one or more SETM modules. This collaborative tool offers efficiency and transparency over outdated paper submission processes; applicants will be able to track their applications and submissions throughout the process. The tool “prepopulates” the online SETM application package with information personal to the employee-applicant extracted from the employee's automated personnel files maintained in the Defense Civilian Personnel Data System. Applicants who identify errors in the prepopulated information should immediately visit the “My Biz” application

SUBJECT: Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program)

of the Defense Civilian Personnel Data System to correct the underlying data, or contact their local civilian personnel office for assistance.

7. The policies and procedures set forth in this Army directive, its enclosures and implementing guidance issued by the ASA (M&RA) will be consolidated, updated as appropriate and promulgated in an Army regulation. This directive supplements the policies and procedures set forth in AR 350-1, dated 4 August 2011. Any part of AR 350-1 determined to be inconsistent with the provisions of this directive is hereby superseded. Applicable provisions of this directive will be incorporated into the next revision of AR 350-1.

8. Memorandum, Secretary of the Army and Chief of Staff, Army, 22 Aug 08, subject: The New Army Civilian Human Resources Environment – Centralized Management of GS-15 and Equivalent Civilians; Interim Civilian Talent Management Program Policy, 28 Jan 09; and Memorandum, SAMR, 1 Aug 11, subject: Interim Senior Service College Selection and Graduate Placement Program Policy are hereby rescinded.

  
John M. McHugh

Enclosures

1. Applying for the SETM Program
2. Board Processes
3. Enterprise Placement Program
4. SETM-TDY
5. SSC/DSLDP
6. Mobility Agreement
7. Continued Service Agreement
8. Readiness Rating Definitions
9. Command/Organization Nomination of SETM-TDY Projects or Details

DISTRIBUTION:

Principal Officials of Headquarters, Department of the Army  
Commander

- U.S. Army Forces Command
- U.S. Army Training and Doctrine Command
- U.S. Army Materiel Command
- U.S. Army Europe
- U.S. Army Central
- U.S. Army North
- (CONT)

SUBJECT: Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program)

DISTRIBUTION: (CONT)

- U.S. Army South
- U.S. Army Pacific
- U.S. Army Africa
- U.S. Army Special Operations Command
- Military Surface Deployment and Distribution Command
- U.S. Army Space and Missile Defense Command/Army Strategic Command
- Eighth U.S. Army
- U.S. Army Network Enterprise Technology Command/9th Signal Command (Army)
- U.S. Army Medical Command
- U.S. Army Intelligence and Security Command
- U.S. Army Criminal Investigation Command
- U.S. Army Corps of Engineers
- U.S. Army Military District of Washington
- U.S. Army Test and Evaluation Command
- U.S. Army Installation Management Command
- Superintendent, United States Military Academy
- Director, U.S. Army Acquisition Support Center

CF:

- Commander, U.S. Army Cyber Command
- Director, Office of Business Transformation
- Executive Director, Arlington National Cemeteries Program
- Army Career Program (CP) Functional Chiefs
  - Civilian Personnel Administration (CP10)
  - Comptroller (CP11)
  - Safety and Occupational Health (CP12)
  - Supply Management (CP13)
  - Contracting and Acquisition (CP14)
  - Quality and Reliability Assurance (CP15)
  - Engineers and Scientists(Non-Construction) (CP 16)
  - Materiel Maintenance Management (CP 17)
  - Engineers and Scientists (Resources and Construction) (CP 18)
  - Physical Security and Law Enforcement (CP 19)
  - Quality Assurance Specialist (Ammunition Surveillance) (CP 20)
  - Public Affairs and Communications Media (CP 22)
  - Transportation and Distribution Management (CP 24)
  - Manpower and Force Management (CP 26)
  - Housing Management (CP 27)
  - Equal Employment Opportunity (CP 28)
  - Installation Management (CP 29)
- (CONT)



SUBJECT: Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program)

CF: (CONT)

- Education Services (CP 31)
- Training, Capabilities and Doctrine Warfighting Developers (CP 32)
- Ammunition Management (CP 33)
- Information Technology Management (CP 34)
- General Intelligence (CP 35)
- Modeling and Simulation (CP 36)
- Military Personnel Management (CP 50)
- General Administration and Support (CP 51)
- Medical (CP 53)
- Inspector General (CP 55)
- Legal (CP 56)
- Foreign Affairs/Strategic Planning (CP 60)
- Historian/Museum Curator (CP 61)
- Aviation (CP 64)

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **APPLYING FOR THE SETM PROGRAM**

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Department of the Army Senior Civilians in grades GS-14 and GS-15 (or their equivalents) to compete for selection for the SETM Program. GS-15 (or equivalent) Army Senior Civilians are eligible to apply for the Enterprise Placement Program (enclosure 3). GS-14 and GS-15 (or equivalent) Army Senior Civilians are eligible to apply for the SETM-TDY Program (enclosure 4), attendance at a senior service college (SSC) and participation in the Defense Senior Leader Development Program (DSLDP) (enclosure 5).

2. Applicants may self-nominate for participation in one or more SETM module through the SETM System Web-based tool. Detailed information about each SETM module, as well as step-by-step instructions on how to apply for each module, are at <https://www.csldo.army.mil/CTMO/CTMOIndex.aspx>. It is important to note that the tool "prepopulates" the online SETM application with information personal to the employee-applicant extracted from the employee's automated personnel files maintained in the Defense Civilian Personnel Data System. Applicants who find errors in the prepopulated information should immediately visit the "My Biz" application of the Defense Civilian Personnel Data System to correct the underlying data, or contact their local civilian personnel office for assistance.

a. Applicants for **all** SETM modules must:

(1) Complete the "Applicant Career Brief." Key components of the "Applicant Career Brief" are a career synopsis, career objectives, the applicant's enumeration of his/her five most significant career accomplishments and a career chronology.

(2) Upload the applicant's most recent performance appraisal using the "Applicant Career Brief" tool. Attach all pages of the appraisal and the associated support form.

(3) Upload the applicant's "Security Clearance Person Summary," using the "Applicant Career Brief" tool.

(4) Complete the "Applicant Survey." Key portions of the "Applicant Survey" require the applicant to:

- indicate the SETM module(s) for which the applicant is applying. Applicants may apply for more than one module; if the applicant is tentatively selected to participate in more than one SETM module, the Board process will resolve the conflict.



Army Directive 2012-09, Enclosure 1  
Applying for the SETM Program

- prepare and submit a "Statement of Interest." The "Statement" outlines why the applicant wants to participate in the SETM Program and how the applicant intends to apply the skills he/she will gain. The "Statement" may not exceed 4,000 characters. Please note specific guidance for drafting "Statements" for the SSC and DSLDP programs. These additional requirements can be found at [http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP\\_Program.aspx](http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx) and <http://cpol.army.mil/library/train/catalog/ch02gen.html>.
- use the numeric rating scale provided in the "Applicant Survey" tool to conduct a self-assessment against each subcompetency of the Executive Core Qualifications (ECQs). ECQs and their subcompetencies are used to evaluate candidates for Senior Executive Service (SES) positions, but are being used in the SETM Program application process as a "stretch tool." ONLY individuals applying for DSLDP are required to provide written narratives related to each ECQ. The U.S. Office of Personnel Management's Guide to Senior Executive Service Qualifications provides detailed information about the ECQs and subcompetencies. The Guide is available at <http://www.opm.gov/ses/recruitment/ecq.asp> and [http://www.opm.gov/ses/recruitment/overall\\_ecq.asp](http://www.opm.gov/ses/recruitment/overall_ecq.asp).

b. Applicants for SSC and DSLDP (enclosure 5) must meet the following requirements IN ADDITION to those set forth in paragraph 2a:

(1) applicants for DSLDP **ONLY** must provide a written narrative for each ECQ in the "Applicant Survey" tool. Information on ECQs and the specialized format in which to write them can also be found at <http://www.opm.gov/ses/recruitment/ecq.asp> and [http://www.opm.gov/ses/recruitment/overall\\_ecq.asp](http://www.opm.gov/ses/recruitment/overall_ecq.asp).

(2) applicants for SSC and DSLDP must have a baccalaureate degree from an accredited college or university. Applicants must upload an unofficial transcript using the "Applicant Career Brief" tool and must ensure that a sealed transcript from the degree-granting college or university is mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLMO SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111.

(3) applicants for SSC and DSLDP must complete an online SSC Nomination Sheet and/or a DSLDP Nominee Information Sheet, as applicable, using the "Applicant Career Brief" tool. These forms may be found at [http://cpol.army.mil/library/train/catalog/form\\_ndx.html](http://cpol.army.mil/library/train/catalog/form_ndx.html).

(4) applicants for DSLDP must use the "Applicant Career Brief" tool to upload a resume that is three pages or less in length and meets criteria specified at

Army Directive 2012-09, Enclosure 1  
Applying for the SETM Program

[http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP\\_Program.aspx](http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx). The resume required of SSC applicants is generated automatically by completing the "Applicant Career Brief" tool.

(5) applicants for SSC and DSLDP must upload in the "Applicant Career Brief" tool documentation verifying that they have completed the Civilian Education System Advanced Course or have been granted equivalency/constructive credit by the Deputy Chief of Staff, G-3/5/7.

(6) applicants for SSC and DSLDP (except applicants for distance learning programs) must upload in the "Applicant Career Brief" tool a completed and signed mobility agreement (enclosure 6).

(7) applicants for SSC and DSLDP must upload in the "Applicant Career Brief" tool a completed and signed continuation of service agreement (enclosure 7).

(8) applicants for SSC and DSLDP must upload in the "Applicant Career Brief" tool their current SF-50 (Notification of Personnel Action).

c. Applicants for all SETM Program modules are encouraged to complete and mail in the SF-181 (Ethnicity and Race Identification). Completion of this form is voluntary and will not affect your employment status, including your candidacy for the SETM Program. Should you elect to complete and mail in the SF-181, it will be used solely for statistical compilation and will be maintained separately from your program application materials. Completed forms should be mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111. ONLY Army personnel NOT involved in making decisions on your SETM application will have access to this form.

3. The submission of a completed SETM application will automatically generate an email to the applicant's rating official/supervisor. The rating official/supervisor will carefully review the employee's application in its entirety and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The rating official/supervisor will also rate the applicant's proficiency in each overarching ECQ using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situation; requires frequent guidance); "Proficient" (applicant applies the competency in difficult situations; requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competencies in exceptionally difficult situations; serves as a key resource and advises others).

Army Directive 2012-09, Enclosure 1  
Applying for the SETM Program

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program and explain the reason(s) for his/her recommendation. If an applicant received only a "3/Fully Successful" rating on his/her performance appraisal, the rating official/supervisor should explain any discrepancy between this rating and the rating official's/supervisor's recommendation regarding the applicant's participation in the SETM Program. **NOTE:** If the rating official/supervisor DOES NOT recommend the applicant for participation in the program, he/she will provide his/her rationale for the recommendation and the application process WILL BE TERMINATED. If this occurs, the applicant may wish to discuss the matter with his/her rating official/supervisor.

c. assign the applicant a recommended Utilization Rating using the definitions of Utilization Ratings (enclosure 8).

4. After the rating official/supervisor completes and submits his/her review and action on an applicant's application for participation, an email will automatically be generated to the endorser, who must be the first general officer (GO), member of the SES or equivalent in the chain of command above the rating official/supervisor. The endorser will carefully review the application in its entirety, to include the ratings and recommendations provided by the rating official/supervisor, and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The endorser will also rate the applicant's proficiency in each overarching ECQ, using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situations; requires frequent guidance); "Proficient" (applicant applies the competency in difficult situations; requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competencies in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program. The endorser must provide reason(s) in support of his/her recommendation and must provide reason(s) if his/her recommendation differs from the rating official's/supervisor's. **NOTE:** If the endorser DOES NOT recommend the applicant for participation in SETM, the endorser will provide his/her rationale for the recommendation and the application process WILL BE TERMINATED. If this occurs, the applicant may wish to discuss the matter with his/her rating official/supervisor and endorser.

c. assign the applicant a recommended Utilization Rating using the definitions of Utilization Ratings (enclosure 8).

Army Directive 2012-09, Enclosure 1  
Applying for the SETM Program

d. If the endorser has insufficient personal knowledge of the applicant to provide the ratings and recommendation, the endorser will so indicate and will not provide ratings or a recommendation regarding the applicant.

5. After the endorser completes and submits his/her review and action on the applicant's application, an email will automatically be generated to the Functional Chief Representative (FCR) for the applicant's career field, as designated by AR 690-950 (Career Management). The FCR will carefully review the application in its entirety, including the ratings and recommendations provided by the rating official/supervisor and endorser, and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The FCR will also rate the applicant's proficiency in each overarching ECQ, using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situations; requires frequent guidance); "Proficient" (applicant applies the competency in difficult situations; requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competencies in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program. The FCR must provide reason(s) to support his/her recommendation and must provide reason(s) if his/her recommendation differs from the rating official's/supervisor's and/or the endorser's.

c. assign the applicant a recommended Utilization Rating using the definitions of Utilization Ratings (enclosure 8).

d. If the FCR has insufficient knowledge of the applicant to provide the ratings and recommendation, the FCR will so indicate and will not provide ratings or a recommendation regarding the applicant.

6. With few exceptions, Army Senior Civilians must apply annually to participate or to continue participation in the SETM Program. However, individuals selected for participation in the Enterprise Placement Program and designated as an Army Enterprise Employee AND who currently encumber an Army Enterprise Position need not apply again for participation in the program until they are within 1 year of the projected completion of their assignment in an Army Enterprise Position.

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **BOARD PROCESSES**

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Department of the Army Senior Civilians in grades GS-14 and GS-15 (or their equivalents) to compete for selection to the SETM Program.
2. Army Senior Civilians may self-nominate for participation in one or more SETM modules through the SETM System automated Web-based tool in accordance with the instructions at enclosure 1. Once the applicant's rating official/supervisor, endorser and Functional Chief Representative (FCR) review the applicant's SETM application and submit their reviews and recommendations, the application will be made available, through the automated tool, to the applicant's command for inclusion in the Command Board process.

### **3. Command Boards**

a. For purposes of reviewing, rating and making recommendations on applications for participation in the SETM Program, the term "command" encompasses Army Commands, Army service component commands, direct reporting units and the Office of the Administrative Assistant to the Secretary of the Army (for the Offices of Headquarters, Department of the Army Principal Officials and their field operating agencies, staff support agencies and direct reporting units not led by a commander).

b. Through the automated tool, a command will have access to all SETM Program applications submitted by Army Senior Civilians assigned to the command or to any subordinate unit or organization. The commander or the Administrative Assistant to the Secretary of the Army, as appropriate, shall appoint and convene a Command Board to review, rate and make recommendations regarding each applicant. Command Boards will be appointed by the commander or the Administrative Assistant, as appropriate, and will be composed of at least three members, one of whom must be a general officer, member of the Senior Executive Service or equivalent. The board members must be assigned to the command or to any subordinate unit or organization.

c. Subject to the requirements set forth in this paragraph, a command may administer and conduct a Command Board pursuant to standardized instructions issued by the commander or the Administrative Assistant, as applicable. Commands will administer and conduct Command Boards:

(1) in accordance with Merit System and Equal Employment Opportunity principles and all other applicable laws, regulations and requirements;

(2) to ensure that each member of the Command Board carefully reviews the entirety of each applicant's SETM Program application and bases his/her ratings and

Army Directive 2012-09, Enclosure 2  
Board Processes

recommendations regarding the applicant on the content of the application, including the ratings and recommendations rendered by the applicant's rating official/supervisor, endorser and FCR.

(3) by using a uniform scoring methodology to evaluate individual applications.

d. For each application before it, the Command Board will:

(1) conduct a utilization assessment by reviewing the definitions of Utilization Ratings (enclosure 8) and assigning a recommended Utilization Rating to the applicant.

(2) Applicants receiving a "Ready for Increased Challenge" or "Ready for Career Broadening" Utilization Rating will be recommended for participation in the SETM Program. If an applicant will be recommended, the Command Board should indicate in which SETM modules he/she should participate. The number of applicants a Command Board may recommend for participation in the SETM Program is not limited.

e. Applications reviewed and recommended by a Command Board for participation in the program will be forwarded to CSLMO using the automated tool. All applicants not recommended for participation in the program will be advised of the decision and informed of the Utilization Rating assigned to them by the Command Board. For those applicants not recommended for participation, the application process **WILL BE TERMINATED**.

#### **4. The SETM Board**

a. All applications for the SETM Program received from commands will be considered by the SETM Board.

b. In or around July of each year, or as the Secretary of the Army may direct, the SETM Board will convene to review and nominate to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) the most highly qualified candidates for participation in SETM Program modules.

(1) The SETM Board will be chaired by the Principal Deputy ASA (M&RA) and will be composed of from five to seven other general officers, members of the Senior Executive Service or equivalent appointed by the Secretary of the Army from across the Army. Each SETM Board will serve for approximately 1 year and will meet at the call of the chair.

(2) Annually, the Secretary of the Army will promulgate a Memorandum of Instruction to provide the SETM Board with specific guidance and direction.

Army Directive 2012-09, Enclosure 2  
Board Processes

(3) The number of applicants who may be considered and selected for participation in the Enterprise Placement Program and the SETM-TDY modules is not limited. Accordingly, the SETM Board will assess each candidate for these modules as an individual as opposed to rating and ranking applicants against one another. The number of applicants selected for attendance at an SSC is limited by the number of slots allocated to the SETM Program by the U.S. Army War College or the Industrial College of the Armed Forces. The number of applicants nominated to the Department of Defense (DoD) for selection for DSLDP is limited by the quota that DoD imposes. Thus, the SETM Board will rank each candidate for these modules in an order of merit.

c. Before the SETM Board meeting, individual board members will use the automated tool to review carefully the entirety of each application and to assign to each applicant a "preliminary" Utilization Rating, applying the definitions at enclosure 8.

d. The SETM Board will convene, review carefully each applicant's entire application, and assign to each applicant a "tentative" Utilization Rating based on the individual's application as reflected in the online tool, to include the ratings and recommendations of the Command Boards. Applicants receiving a "Ready for Increased Challenge" or "Ready for Career Broadening" Utilization Rating will be invited to interview with a panel composed of members from the SETM Board.

(1) The interview will be designed to permit the applicant to demonstrate, and the SETM Board to appraise, the candidate's suitability for participation in the program as evidenced by demonstrated competency in the four factors cited in paragraph 4e and the applicant's proficiency in verbal communication and reasoning, interpersonal skills and ability to perform under pressure in an unfamiliar or demanding situation.

(2) The interviews of applicants present in the continental United States generally will be conducted in person but, at the applicant's request, the interview may be conducted by telephone, video teleconference or Web-based video conferencing. The Deputy Chief of Staff, G-3/5/7 will fund the travel of CONUS-based applicants. The interviews of applicants present outside the continental United States generally will be conducted by telephone, video teleconference or Web-based video conferencing.

e. The SETM Board will screen all applicants against the following four factors:

- Factor I—Technical Breadth/Depth: Demonstrated competency and expertise in multiple job disciplines/functional areas within their career field or program. This includes technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field (horizontal). Non-Army related professional experiences are considered if they are comparable in nature and meet the scope of the eligibility requirements for the program for which the candidate is applying. The candidate should understand and appropriately



Army Directive 2012-09, Enclosure 2  
Board Processes

apply principles, procedures, requirements, regulations and policies related to several specialized areas of expertise across functional areas within a career field. The candidate is current with technology, tools, trends and evolving practices in his/her area of expertise.

- **Factor 2—Developmental Experiences/Stretch Assignments:** Demonstrated participation in cross-functional developmental experiences designed to create leaders with a broad-based corporate perspective. Assignments show that the applicant has had opportunities to use different skill sets/competencies within a specified career field, or specific skill sets/competencies across different career programs and organizational settings. Project-based developmental experiences should demonstrate the candidate's ability to stretch and develop expertise outside their comfort zone and foster professional growth and development. Project-based developmental assignments may have been in the Army, other Federal agencies and/or private sector settings and may have been outside the employee's career field/program. This factor encompasses the candidate's ability to demonstrate timely and effective decision-making skills.
- **Factor 3—Corporate Breadth:** Demonstrated multi-organizational level experience, with an appropriate mix of staff and multiple field assignments (installation; Army command; Headquarters, Department of the Army; joint; Office of the Secretary of Defense; interagency; and/or middle or senior management with private sector). The candidate's application will demonstrate the ability to operate in a variety of assigned positions and demonstrate an agency- or department-level understanding of the Army, DoD and/or another agency/organization. The candidate will demonstrate the ability to explain, advocate and articulate facts and ideas in a convincing manner and persuade and negotiate with individuals and groups internal and external to the organization. This factor considers the ability to build relationships and coalitions, and to communicate, develop and expand professional networks with other agencies/organizations. The candidate should be able to identify and use the internal and external culture affecting the work of the organization in a positive and proactive manner.
- **Factor 4—Demonstrated Leadership:** Demonstrated ability to assume increased levels of responsibility in a civilian leadership role. Army civilian leadership is influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization. The candidate must demonstrate the ability to connect the people they lead to a vision and mission. A civilian leader is an employee who, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command/supervision to pursue actions, focus thinking and shape decisions for

Army Directive 2012-09, Enclosure 2  
Board Processes

the greater good of the organization. A key component of being an Army civilian leader who gets results is keeping subordinates focused on the goal or objective when the going gets tough. A successful civilian leader gets the desired results and goes about it in the right way.

f. Based on its comprehensive review of each candidate, the SETM Board will assign a "final" Utilization Rating for each applicant. From those applicants who receive a "final" rating of "Ready for Increased Challenge" or "Ready for Career Broadening," the Board will make appropriate recommendations for participation in a specific SETM module(s), taking into account the applicant's preference and the Army's needs.

g. The Board's recommended list of selectees for each SETM module will be forwarded to CSLMO. Applicants recommended for participation in the Enterprise Placement Program or SETM-TDY module will be listed in alphabetical order. For those applicants recommended for enrollment in a senior service college (SSC) and for nomination to DoD for participation in the Defense Senior Leader Development Program (DSLDP), the Board will provide a list to CSLMO for each module, in order of merit, beginning with the most highly rated applicant.

h. CSLMO shall forward the names of those applicants the Board recommended for participation in each SETM module to the ASA (M&RA) for final review, validation and approval. After final action by the ASA (M&RA), the DSLDP list shall be submitted to the Office of the Secretary of Defense in accordance with DoD instructions.

i. CSLMO shall inform each applicant considered by the SETM Board whether he/she was selected for participation in the SETM Program and the "final" Utilization Rating assigned to the applicant. For those applicants selected for the program, CSLMO shall further advise them of the SETM module(s) for which they were selected or nominated for.

## **5. Graduate Placement Program**

a. All SETM Program participants who attend and graduate, in residence, from an SSC or who attend and graduate from DSLDP are subject to a Graduate Placement Program; the Graduate Placement Program is optional for SSC distance education participants. The Graduate Placement Program will place SSC/DSLDP graduates into a permanent Department of the Army Civilian position that best uses the graduate's educational experience.

b. Decisions on Graduate Placement Program placements will be collaborative and consider organizational and individual employee preferences, to the greatest extent practicable. The goal is for students to be notified of post-graduate placements 4 to 6 months before graduation.

Army Directive 2012-09, Enclosure 2  
Board Processes

c. During the first quarter of each academic year, with a view to beginning the post-graduate placement process, CSLMO will obtain from each incoming SSC student and each DSLDP student projected to graduate from the program at the end of the academic year a resume that captures that student's key assignments, training and education, leadership and supervisory experience, competencies and individual development plan. Students will coordinate with CSLMO career advisors to identify geographic, functional and organizational placement preferences and give CSLMO a list of preferences in priority order. CSLMO will match a student's resume with his/her placement preferences and provide complete information for each student to commands and organizations across the Army.

d. SSC/DSLDP graduates will be placed in positions at the grade held when they began SSC. To be promoted, a student must compete for a higher graded position and be chosen by the selecting official. No direct placements will result in promotion.

e. CSLMO will establish a deadline for commands and organizations to indicate preferences to hire SSC/DSLDP graduates and identify the specific position in which they would place each graduate. CSLMO will further consult with Functional Chiefs/Functional Chief Representatives to assess the geographic, functional and organizational opportunities that may be open to graduating SSC/DSLDP students.

f. CSLMO will develop a list of vacant positions unique to each student, with a view to matching the student's competencies and personal career objectives with Army requirements. Among the factors CSLMO shall consider are the student's special competencies and requirements, assignment and experience history, the needs of the Army and the student's preferences, to the extent practicable. CSLMO will ensure that a student meets, at a minimum, the basic qualifications for any listed position.

g. At the call of the Principal Deputy ASA (M&RA) the SETM Board will convene to review CSLMO's list of proposed placements for each graduating SSC/DSLDP student. The Board will propose a primary and alternate placement for each student, based on the student's qualifications and preferences, to the extent practicable, and the needs of the Army, with a focus on placing students in positions that operate on outcomes having Armywide application. SSC and DSLDP graduates may be considered for placement in vacant Army Enterprise Positions.

h. The tentative placements recommended by the SETM Board will be forwarded to the commander/supervisor with purview over each position; the commander/supervisor will be afforded the opportunity to review the resume and preferences of the proposed student placement and to provide comment to CSLMO on the suitability and propriety of each placement. The SETM Board will consider any comments from the potentially affected commander/supervisor before making final placement recommendations for

Army Directive 2012-09, Enclosure 2  
Board Processes

each student. The SETM Board will refer the final list of recommended placements to CSLMO.

i. CSLMO will forward the SETM Board's recommendations for placements into positions designated as Acquisition Workforce positions in accordance with the Defense Acquisition Workforce Improvement Act, 10 United States Code chapter 87 and DoD Directive 5000.52 (Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program) to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) for final review, validation and approval. CSLMO will forward the Board's recommended placement decisions for all students to the ASA (M&RA) for final review, validation and approval. CSLMO will forward any comments received from commanders/supervisors to the ASA (M&RA) and the ASA (ALT) for consideration in making the final decision on each placement.

j. CSLMO will inform students of their placements and will announce placement decisions Armywide, with a view to promoting the SSC and DSLDP modules of the SETM Program. The servicing Civilian Personnel Advisory Center will coordinate appointment effective dates and process post-placement personnel actions, keeping CSLMO and the Deputy Chief of Staff, G-3/5/7 apprised of the progress of the reassignment action.

k. SSC graduates who relocate geographically for their post-graduate placements will be eligible for Civilian Training Student Account centrally funded permanent change of station travel in accordance with the provisions of the DoD Joint Travel Regulations, Volume 2, chapter 5 and AR 350-1.

l. Permanent change of station travel for DSLDP graduates who relocate geographically for their post-graduate placements will be paid by the gaining organizations in accordance with the provisions of the DoD Joint Travel Regulations, Volume 2, chapter 5.

m. Attorneys in Career Field 56 will be covered by a separate placement program.

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **THE ENTERPRISE PLACEMENT PROGRAM**

The Senior Enterprise Talent Management (SETM) Enterprise Placement Program slates Army Enterprise Employees (AEEs) for consideration for assignment to key developmental GS-15 (or equivalent) positions designated as Army Enterprise Positions (AEPs).

#### **1. Applying for the Enterprise Placement Program**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Department of the Army Senior Civilians in grade GS-15 (or equivalent) to apply and be evaluated for selection as an AEE eligible for placement through the Enterprise Placement Program. The number of applicants who may be considered and selected for participation in the program is not limited.

b. Army Senior Civilians who wish to be considered must apply through the SETM System automated Web-based tool in accordance with the procedures set forth in enclosure 1.

c. Applicants will be selected for participation in the Enterprise Placement Program module through the Board process set forth in enclosure 2. However, selection for participation does not guarantee placement in an AEP. Placement depends on available resources and the requirements associated with each AEP.

d. Army Senior Civilians who apply for and are designated as AEEs will provide CSLMO with a list of assignment preferences, with the understanding that such preferences are not determinative. Once designated as AEEs, these employees will draft an Individual Development Plan and provide it to CSLMO.

#### **2. Nomination and Designation of AEPs**

a. AEPs are "key and developmental" competitive service or Defense Civilian Intelligence Personnel System positions classified at the GS-15 or equivalent level. AEPs are specially designated jobs, located Armywide at all command/organizational levels and in a variety of career fields and disciplines, for which we need our most talented Army Senior Civilian leaders. Positions suitable for designation as an AEP generally meet these criteria:

(1) the position requires leadership, strategic thought, creativity and innovation, as opposed to specialized or technical skills;

(2) the position is one of Armywide importance, influence and impact and its outcomes have Armywide application;

Army Directive 2012-09, Enclosure 3  
The Enterprise Placement Program

(3) the position requires an incumbent with mid- to long-term experience at the GS-15 (or equivalent) level, rather than an entry-level GS-15 employee; and

(4) the organization where the position is embedded would benefit from relatively frequent turnover in the position to allow for the application of contemporary or refreshed perspectives and/or to permit modification or revalidation of current policies and processes.

b. CSLMO will identify potential AEPs in coordination with Functional Chiefs/ Functional Chief Representatives, commanders, directors and supervisors across the Army and with the Administrative Assistant to the Secretary of the Army for positions assigned to the offices of Principal Officials of Headquarters, Department of the Army, their field operating agencies, staff support agencies and other elements. Duty positions that appear to be suitable for designation as an AEP, but are currently encumbered, will be noted as such by CSLMO and reevaluated for designation as an AEP should the position become vacant.

c. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) shall approve the designation of positions as AEPs, with the exception of positions designated as acquisition positions in accordance with the Defense Acquisition Workforce Improvement Act, 10 United States Code, Chapter 87 and Department of Defense Directive 5000.52 (Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program), and positions in the 905 and 1222 classification series. The Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) shall approve Acquisition AEPs, and the appropriate qualifying authority shall approved AEPs in the 905 and 1222 classification series.

d. CSLMO will maintain a list of approved AEPs and make it available for review by Army common access card holders on the SETM Web site.

e. Commanders, supervisors and human resource personnel will ensure that AEPs are identified as such in position descriptions and that the position descriptions include the requirement for a mobility agreement (enclosure 6).

### **3. Process for Filling AEPs**

a. As AEPs are designated or become vacant, CSLMO will promptly publish information about the AEP on the SETM Web site and afford AEEs the opportunity to provide or update their assignment preferences, with the understanding that an AEE's expression of preference is not determinative.

Army Directive 2012-09, Enclosure 3  
The Enterprise Placement Program

b. The commander or supervisor, in consultation with CSLMO, will establish the term for which an AEP will be filled by an AEE—usually between 3 and 5 years. Commanders or supervisors, in consultation with CSLMO, may adjust the length of a term based on the Army's needs. When an AEP is projected to become vacant within 6 months because of a resignation, written announcement of a retirement, or the expiration of an incumbent's term, commanders or supervisors will contact CSLMO to discuss requirements for the position and the competencies and characteristics required of any future incumbent.

c. CSLMO will review the pool of designated AEEs to identify a slate of qualified AEEs for the command or organization hosting the AEP to consider.

(1) CSLMO will base the slate on the requirements of the AEP assignment, individual AEE Utilization Ratings, the AEEs' preferences (to the extent practicable) and the Army's needs. CSLMO will ensure that slated candidates meet, at a minimum, the basic qualifications for the position.

(2) CSLMO will contact and survey each AEE encumbering an AEP 6 months before the projected expiration of the AEP's term to obtain the AEE's preference for his/her next assignment. It is the intent of the Enterprise Placement Program to fill emergent AEP vacancies by slating AEEs currently placed in and encumbering another AEP in accordance with their preferences, to the extent practicable. However, it may be necessary to assign AEEs encumbering AEPs to an AEP not indicated as a preference or to a non-AEP position to meet the Army's needs. Reassignments may be within the AEE's commuting area but to another position, functional area or organization, as well as to a different geographical region.

d. If, after reviewing the CSLMO-generated slate and conducting such interviews or reference checks it deems appropriate, the command or organization hosting or sponsoring the AEP selects an AEE from the slate, the command or organization will communicate the selection to CSLMO. CSLMO will notify the AEE of his/her selection and of the projected term of the AEE's assignment to the AEP. If the AEE accepts the placement, CSLMO will initiate reassignment action. If, after reviewing the slate and conducting such interviews or reference checks it deems appropriate, the command or organization does not select an AEE from the slate, the command will notify CSLMO. CSLMO may generate additional slate(s) at the command's request. If these slate(s) are still insufficient, the command will contact the Civilian Human Resources Agency to fill the AEP through other appropriate sources (for example, a vacancy announcement).

e. An AEE selected for an AEP must submit a signed mobility agreement (enclosure 6) to CSLMO before being placed into the position. CSLMO will notify the AEE that he/she does not need to apply again for participation in SETM until 1 year from the projected end of the term of the AEP assignment.



Army Directive 2012-09, Enclosure 3  
The Enterprise Placement Program

f. If the term for an AEP position expires and the incumbent AEE is not selected for another AEP, the commander or supervisor is responsible for finding another placement for, and for taking appropriate action to place, the AEE. Commanders or supervisors will seek assistance from CSLMO to identify potential placements if a placement outside the command or organization is necessary. Commanders or supervisors will take appropriate action and will coordinate with CSLMO when an AEE encumbering an AEP refuses a reassignment or fails to relocate as required by their mobility agreement.

g. The ASA (M&RA) will make determinations on requests from AEEs encumbering an AEP to extend the term of an AEP and thereby defer the AEE's reassignment, except that the ASA (ALT) will make this determination for Acquisition Workforce positions. An AEE will promptly submit a request for term extension and reassignment deferral through his/her commander or supervisor to CSLMO as soon as the AEE becomes aware of the situation prompting such request (for example, impending retirement or resignation, significant personal or family hardship, or professional reasons). As appropriate, the AEE may be asked to submit additional documentation in support of his/her request. In making determinations on such AEE requests, the ASA (M&RA) or ASA (ALT) will consider the request of the AEE, input from the AEE's chain of command or supervision and the recommendation of the Director, CSLMO.

h. Participation in the Enterprise Placement Program neither restricts nor limits the rights of AEEs, to include AEEs encumbering AEPs, to apply (through established processes or programs) for other positions within the Army or for positions with another agency or department.

i. Reassignment through the Enterprise Placement Program will not be used as a means to resolve employee conduct, disciplinary or performance issues, nor will it be used to circumvent statutory and regulatory requirements, including Priority Placement Program requirements.

j. The responsibility and authority for selecting AEEs to fill AEPs, establishing projected terms for assignment to an AEP and making recommendations to CSLMO on employee requests to defer reassignment and extend the term of an AEP may not be delegated below the general officer, Senior Executive Service or equivalent level. The ASA (ALT) must always approve such actions pertaining to an AEE for an Acquisition Workforce AEP.

k. The command or organization gaining an AEE is responsible for payment of expenses and related costs associated with the AEE's permanent change of station move, as authorized by DoD Joint Travel Regulations, Volume 2, chapter 5.

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **SETM-TEMPORARY DUTY (TDY)**

The SETM-TDY module of the SETM Program facilitates the matching of Army Senior Civilians in grades GS-14 and GS-15 (and their equivalents) with temporary projects or details of importance to the Army through a centrally funded period of TDY not to exceed 179 days. These project-based developmental experiences are intended to give participants opportunities to acquire expertise in areas outside their “comfort zones.” Participation in SETM-TDY may help Army Senior Civilians develop and demonstrate competency in multiple job disciplines and functional areas within their career field or program, including technical experience at multiple levels of the Army in a career field (vertical) or in various occupational series within a career field or across career fields (horizontal).

#### **1. Applying for the SETM-TDY Module**

- a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Senior Civilians in grades GS-14 and GS-15 (or their equivalents) to apply and be evaluated for participation in the SETM-TDY module.
- b. Army Senior Civilians must apply through the SETM System automated Web-based tool in accordance with the procedures set forth in enclosure 1.
- c. Army Senior Civilians must apply annually to participate in or continue participation in the SETM-TDY module.

#### **2. Selection of Participants**

- a. Applicants will be selected for participation in the SETM-TDY module through the Board process set forth in enclosure 2.
- b. The number of applicants who may be selected for participation in the SETM-TDY module is not capped. However, selection for participation does not guarantee placement in a SETM-TDY project or detail. Placement depends on the resources available to fund project-based TDY opportunities, the requirements associated with each detail and the concurrence of the SETM-TDY participant’s permanent supervisor.
- c. A mobility agreement IS NOT required for SETM-TDY participation.
- d. A continuation of service agreement is required for SETM-TDY assignments that exceed 120 days (see enclosure 7).

### **3. Selection of SETM-TDY Projects and Details**

a. With the assistance of senior leaders, commanders, supervisors and Functional Chief Representatives, CSLMO will identify SETM-TDY projects and details that will provide participants with a developmental or broadening experience, most commonly at the Headquarters, Department of the Army or Army Command, joint or interagency level.

b. CSLMO will use the questionnaire at enclosure 9 to solicit information from commands and other organizations interested in sponsoring a SETM-TDY experience. Commanders and supervisors interested in hosting a SETM-TDY project or detail may submit proposals to CSLMO at any time.

c. Most SETM-TDY experiences generally will not extend beyond 120 days, but such a detail may not exceed 179 days. An SF-52 (Request for Personnel Action) with a nature of action: "Detail" shall be initiated to place the SETM-TDY participant in the developmental assignment temporarily. The SF-52 formally documents the SETM-TDY developmental assignment in the employee's personnel record.

### **4. Process for Filling SETM-TDY Assignments**

a. Given the potentially emergent nature of SETM-TDY projects and details, CSLMO may publish information about SETM-TDY opportunities on the SETM Web site and afford SETM-TDY participants the opportunity to express interest, with the understanding that a participant's expression of interest is not determinative.

b. CSLMO will review the pool of SETM-TDY participants to identify a slate of qualified candidates for the project or detail sponsor to consider.

c. CSLMO will base the slate on the requirements of the SETM-TDY project or detail; individual SETM-TDY participants' utilization assessments; participants' preferences, to the extent practicable; and the Army's needs. CSLMO will make sure slated candidates meet, at a minimum, any basic qualifications for the project or detail.

d. If the project sponsor/owner identifies a suitable SETM-TDY candidate on the CSLMO-generated slate, the project sponsor/owner will notify CSLMO. CSLMO will notify the candidate of his/her selection and of the projected duration of the SETM-TDY opportunity. If the candidate accepts the project or detail and his/her permanent supervisor agrees, CSLMO will detail the candidate to the project and provide funded TDY orders.

e. If the project sponsor/owner does not find a suitable candidate from the slate, he/she may request that CSLMO generate a second slate, defer executing the project or staff the detail from other appropriate sources.

#### **5. Completion and Documentation of SETM-TDY Projects and Details**

a. Upon completion of a SETM-TDY project or detail, a participant will return to his/her permanent duty station with no further obligation. SETM-TDY participants remain eligible for other SETM-TDY opportunities that may arise throughout the year.

b. The project sponsor/owner will provide the participant's permanent supervisor with timely and meaningful written feedback about the participant's performance in the context of the SETM-TDY project or detail suitable for inclusion in the narrative portion of the participant's formal performance evaluation.

c. The participant's permanent supervisor is responsible for taking into account the participant's performance in the context of the SETM-TDY project or detail when formally evaluating the employee.

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **ARMY SENIOR SERVICE COLLEGE AND THE DEFENSE SENIOR LEADER DEVELOPMENT PROGRAM**

The Senior Service College (SSC) and Defense Senior Leader Development Program (DSLDP) modules afford opportunities for the “best-of-the-best”—high-performing Army Senior Civilians with outstanding potential—to participate in these premier educational and developmental programs.

Attendance at an SSC is the apex of Army professional development and prepares Army Senior Civilians for positions of significant responsibility in the Department of Defense (DoD) and the Army. Applicants compete for allotted seats at the U.S. Army War College (resident or distance education course) or the Industrial College of the Armed Forces (acquisition or non-acquisition course). SSC attendance is designed to expand a student’s knowledge of the national security mission and to strengthen the student’s understanding of complex policy and operational challenges senior DoD and Army officials face. The SSCs develop students to assume strategic-level leadership roles in the joint, interagency, intergovernmental and multinational environments, with an emphasis on the employment of land power. On completion of the program, graduates are placed in duty positions intended to leverage the competencies fostered at SSC.

DSLDP is the premier civilian leadership program DoD offers. DSLDP is a 2-year comprehensive educational and developmental program designed to inculcate in participants the enterprisewide perspective needed to lead organizations and programs, and achieve results, in the joint, interagency and multinational environments. DSLDP includes attendance at an SSC other than the SSC sponsored by the Service with which the DSLDP participant is affiliated (in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment.

#### **1. Applying for the SSC and DSLDP SETM Modules**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Senior Civilians to apply for competitive selection to attend an SSC and/or DSLDP.

b. To be eligible for selection, an Army Senior Civilian must:

(1) be serving in a permanent appointment in a GS-14 or GS-15 (or equivalent) position;

(2) possess a baccalaureate degree from an accredited college or university;

(3) have served 3 years in a civilian permanent appointment before applying for SETM;

Army Directive 2012-09, Enclosure 5  
Army Senior Service College and Defense Senior Leader Development Program

(4) have completed the Civilian Education System Advanced Course or have been granted equivalency/constructive credit by the Deputy Chief of Staff, G-3/5/7;

(5) have a Top Secret security clearance, with Special Background Investigation, that will not expire during the academic year of attendance at SSC/DSLDP;<sup>1</sup> and

(6) possess a minimum of 1 year (preferably more) of significant experience in supervising or managing people in an official capacity, and the experience was acquired no more than 5 years ago. This requirement applies only to applicants for DSLDP.

c. Army Senior Civilians must apply for the SSC and DSLDP SETM modules through the SETM System automated Web-based tool in accordance with the procedures set forth in enclosure 1.

d. Applicants for both SSC and DSLDP must execute and submit with their SETM Program applications the mobility agreement at enclosure 6 and the continued service agreement at enclosure 7.

(1) The mobility agreement requires the participant to agree to an assignment to a 10-month resident senior professional military educational program, together with placement into a new duty position after graduation.

(2) The continued service agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the training period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her training.

## **2. Selection of SSC Participants and Nomination of DSLDP Candidates to DoD**

a. The Board process set forth in enclosure 2 will be employed to select applicants for attendance at SSC and for nomination to DoD for consideration by a DSLDP Selection Board.

b. Selection to DSLDP is a three-part process: applicants must apply for DSLDP through the SETM Program, be nominated to DoD by the SETM Board and the Assistant Secretary of the Army (Manpower and Reserve Affairs) and be selected by a DoD Board for participation.

---

<sup>1</sup> Candidates with a "Secret" clearance may be admitted to an SSC and DSLDP, but may be limited as to the courses and lectures in which they may participate. Participants selected to attend the Army War College Distance Education Program are required to have only a Secret security clearance.

Army Directive 2012-09, Enclosure 5  
Army Senior Service College and Defense Senior Leader Development Program

c. The number of applicants selected for attendance at SSC is limited by the number of slots allocated to the SETM Program by the Army War College or the Industrial College of the Armed Forces. The number of applicants nominated to DoD for selection for DSLDP is limited by the quota that DoD imposes.

d. With a view to encouraging other high-potential Army Senior Civilians to apply for the SETM Program, CSLMO will publicly announce the names of those SETM Program applicants selected for SSC and DSLDP.

### **3. Attendance at SSC and DSLDP**

a. SSC participants selected to attend the Army War College or the Industrial College of the Armed Forces in residence will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Training Student Account maintained by the Deputy Chief of Staff, G-3/5/7. The management of SSC students in a centralized account while attending SSC enables losing commands and organizations to hire immediately against the position vacated by the Army Senior Civilian upon his/her departure for SSC. Through the Civilian Training Student Account, the Office of the Deputy Chief of Staff, G-3/5/7 processes SSC student timecards, initiates SF-52s (Requests for Personnel Actions) to reassign students, manages student travel funds and monitors students' settlement vouchers in the Defense Travel System. SSC students are considered to be in a temporary duty status en route to a new assignment; permanent change of station costs are not paid in association with student travel to an SSC.

b. DSLDP participants continue to serve in their current assignments with the Army when not engaged in official DSLDP training. DoD will fund the cost of temporary duties associated with participation (for example, leadership seminars and attendance at in-residence professional military education). Salary and benefits will continue to be paid by the local organization/command.

c. Commanders and supervisors will provide special, annual or closeout appraisals as required by applicable performance management guidance before a participant in the SETM SSC module reports to school. The academic evaluation issued to the student by the SSC will provide further basis for a civilian performance appraisal.

### **4. The Graduate Placement Program**

a. The Office of the Deputy Chief of Staff, G-3/5/7 records SSC and DSLDP completions into the Army Training Requirements and Resources System.



Army Directive 2012-09, Enclosure 5  
Army Senior Service College and Defense Senior Leader Development Program

b. All SSC and DSLDP graduates, except those enrolled in SSC distance education programs, are subject to a Graduate Placement Program; the Graduate Placement Program is optional for SSC distance education participants.

c. Details regarding the post-graduation placement of SSC and DSLDP participants are in enclosure 2.

d. CSLMO endeavors to notify SSC and DSLDP students of their post-graduate placements 4 to 6 months in advance of graduation.

e. SSC graduates who relocate geographically for their post-graduate placements are eligible for Civilian Training Student Account centrally funded permanent change of station travel in accordance with the provisions of the DoD Joint Travel Regulations, Volume 2, chapter 5 and AR 350-1.

f. Permanent change of station travel for DSLDP graduates who relocate geographically for their post-graduate placements will be paid by the gaining organizations in accordance with the provisions of the DoD Joint Travel Regulations, Volume 2, chapter 5.

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **MOBILITY AGREEMENT**

**GENERAL.** The Enterprise Placement Program, Senior Service College (SSC) and Defense Senior Leader Development Program (DSLDP) modules of the SETM Program may require that participants be assigned or reassigned in a manner that constitutes a change to their organizational or functional areas and/or in a manner that causes them to be relocated outside of their current geographic commuting areas. Accordingly, execution of a mobility agreement is a required condition of participation in the Enterprise Placement Program and SSC/DSLDP modules.

The authority for the mobility requirement set forth in this mobility agreement is Department of Defense (DoD) Instruction 1400.24 (Civilian Mobility Programs), certified current as of 1 December 2010. Participation in these SETM Program modules provides significant benefit to both the Army and the individual participants. Participants receive developmental training and experiences that are reserved for the top Army Senior Civilians and that will enhance their careers. The Army, in turn, benefits from the increased capabilities of the Army Civilian Corps. However, to fully realize these benefits, the Army must retain the flexibility to assign and reassign participants in these SETM modules to meet the needs of the Department.

Enterprise Placement Program participants must execute this mobility agreement only after their selection for an Army Enterprise Position (AEP), but before placement in the position. Applicants for the SSC or DSLDP modules of the SETM Program will execute and submit this mobility agreement with their applications.

**AGREEMENT.** In consideration for my participation in the SETM Program module (please circle one):

**Enterprise Placement Program**

**SSC/DSLDP**

I, \_\_\_\_\_, agree to accept placement in a position that may require an organizational, functional and/or geographic move as a condition of my participation in the selected SETM module. If I am participating in the SSC/DSLDP, such a move may include assignment to a 10-month resident program of senior professional military education, together with placement in a new duty position after graduation.

**ACKNOWLEDGMENT.** I understand that:

SETM Program Participant Initials \_\_\_\_\_

Army Directive 2012-09, Enclosure 6  
Mobility Agreement

If I am an **Enterprise Placement Program** participant who has been designed as an Army Enterprise Employee (AEE):

a. reassignments into and between AEPs are expected to occur every 3 to 5 years, but that adjustments to the terms projected for assignment to an AEP may vary or change depending on the Army's needs.

b. my preferences for AEP assignments will be considered when making assignment decisions, but I understand it may be necessary to assign me to an AEP that I have not indicated as a preference, or to a non-AEP position, to meet the Army's needs.

c. I may request an extension of the term of my AEP assignment and a deferral of reassignment from my AEP for personal (for example, impending retirement or resignation, or significant personal or family hardship) or professional reasons. I must submit any request for term extension and reassignment deferral through my commander or supervisor to the Civilian Senior Leader Management Office (CSLMO) for review and action by the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)). I understand that I may be asked to submit additional documentation in support of my request. I understand that if I am encumbering an Acquisition AEP, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) will make the determination on my request.

d. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but that essential mission requirements may dictate shorter notice.

e. any permanent change of station expenses authorized in conjunction with my reassignment will be paid in accordance with the DoD Joint Travel Regulations, Volume 2, chapter 5.

f. **Failure to Comply.** If I refuse assignment or reassignment or otherwise fail to comply with this mobility agreement, I may be removed from the SETM Program, my current AEE designation may be rescinded and I may be reassigned to a non-AEP, including a non-AEP in a different geographic area.

If I am an **SSC** or **DSLDP** participant:

a. my organizational, functional and geographic preferences for placement in an SSC and post-training or graduation assignments will be considered when making assignment decisions, but I understand that it may be necessary to assign me to an

SETM Program Participant Initials \_\_\_\_\_

Army Directive 2012-09, Enclosure 6  
Mobility Agreement

organization, duty position or geographic region that I have not indicated as a preference, as may be required by the Army's needs.

b. if I am placed into an AEP after graduation from an SSC or DSLDP, I become a participant in the Enterprise Placement Program and this mobility agreement remains in effect under the terms of that program.

c. I may request release from this mobility agreement based on unexpected hardship. I must submit any request for release from this agreement through my chain of command or supervision to CSLMO for review and action by the ASA (M&RA). I understand that I may be asked to submit additional documentation in support of my request. I understand that if I am encumbering or slated to encumber an acquisition position, the ASA (ALT) will make the determination on my request for release from this agreement.

d. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but I understand that essential mission requirements may dictate shorter notice.

e. permanent change of station travel and transportation expenses authorized in conjunction with my participation in an SSC or DSLDP will be paid in accordance with the DoD Joint Travel Regulations, Volume 2, chapters 5 and 2, respectively.

f. **Failure to Comply.** If I refuse assignment or reassignment or otherwise fail to comply with this mobility agreement I may be:

- (1) removed from the SETM Program; and/or
- (2) separated from the SSC or DSLDP.

**TERMINATION.** Unless I am earlier released from this mobility agreement by CSLMO, the ASA (M&RA) or the ASA (ALT), this agreement will remain in force for as long as I remain a participant in the SETM Program.

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee full name (typed or printed): \_\_\_\_\_

Current position title, series and grade: \_\_\_\_\_

Duty station: \_\_\_\_\_

SETM Program Participant Initials \_\_\_\_\_

Army Directive 2012-09, Enclosure 6  
Mobility Agreement

Email address: \_\_\_\_\_

Phone numbers (commercial & DSN): \_\_\_\_\_

**PRIVACY ACT STATEMENT**

**Authority:** 10 U.S.C. 3013, 5 U.S.C. 301, DoDI 1400.24, AR 350-1.

**Principal purposes:** This information will be used to memorialize a SETM Program participant's acceptance of the terms of the mobility agreement that is required for participation in certain SETM Program modules.

**Routine Uses:** The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at [http://dpcl.o.defense.gov/privacy/SORNs/blanket\\_routine\\_uses.html](http://dpcl.o.defense.gov/privacy/SORNs/blanket_routine_uses.html).

**Disclosure:** Voluntary, however, failure to provide the requested information may result in a delay of processing, the inability to contact you about your responsibilities under this mobility agreement or the Army's decision that the agreement was not properly entered into, thus preventing further participation in the SETM module.

SETM Program Participant Initials \_\_\_\_\_

## SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

### CONTINUED SERVICE AGREEMENT

**GENERAL.** The Senior Service College (SSC) and Defense Senior Leader Development Program (DSLDP) modules of the SETM Program require participants to accept a period of continued service as a condition of receiving the training and developmental experiences each module provides. Accordingly, execution of this continued service agreement is a condition precedent to selection for participation in either module.

The authority for the continued service requirement perfected by this continued service agreement is set forth in 5 United States Code section 4108, 5 Code of Federal Regulations Part 410.309 and AR 690-400, chapter 410.

Nothing in this agreement shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses incurred by the Government in connection with training in accordance with 5 United States Code section 4108.

Applicants for the SSC or DSLDP modules of the SETM Program will execute and submit this continued service agreement with their applications. Approving officials will retain a copy of this signed agreement and monitor execution of the obligation period.

**AGREEMENT.** In consideration of my participation in the SETM Program SSC or DSLDP modules, and the provision to me of the training and development contemplated by these modules over the period from \_\_\_\_\_ to \_\_\_\_\_ (start and end-dates of training):

I, \_\_\_\_\_, agree that, upon completion of this training that I have requested, I will serve in the Department of Defense (DoD) or the Department of the Army (DA) for a period of obligated service equal to three times the length of the training period.

**ACKNOWLEDGMENT.** I understand that:

1. If I voluntarily leave the employment of DoD or DA before completing my period of obligated service agreed to, I will reimburse DoD or DA, as applicable, the amount paid by the Department for my registration, tuition and matriculation fees; library and laboratory fees; purchase or rental of books, materials and supplies; travel and per diem; and all other training program-related costs (excluding salary) in connection with my participation in the SSC or DSLDP SETM modules (hereinafter "training expenses"). The amount of these training expenses I am required to pay will be reduced pro rata, however, based on the proportion of my obligated service that I have completed (for

SETM Program Participant Initials \_\_\_\_\_

Army Directive 2012-09, Enclosure 7  
Continued Service Agreement

example, if my training expenses, as paid by the Army, were \$900 and I complete two-thirds of my obligated service, I will be required to reimburse the Department in the amount of \$300).

2. If I voluntarily leave my post-training DoD or DA placement to enter service with another Federal agency or other organization in any branch of the Federal Government before completing my period of obligated service agreed to above, I will give my servicing personnel office and servicing training office advance notice of at least 10 working days, during which time, in accordance with Federal regulations, a determination concerning my obligation to reimburse DoD or DA for training expenses, as described in paragraph 1, or the transfer of my remaining continued service obligation to the gaining agency, will be made.

3. If I am involuntarily separated from my position, my continued service obligation terminates.

4. I may submit a request to waive repayment of training expenses, in writing, through my chain of command or chain of supervision, to Headquarters, Department of the Army; Deputy Chief of Staff, G-3/5/7 (DAMO-TRV); 450 Army Pentagon, Room 2D639; Washington, DC 20310-0450. Any request for waiver must include a justification for waiver of repayment, a copy of this continued service agreement, the recommendations of my chain of command or chain of supervision and other relevant supporting documents or information.

5. I understand that any amounts that may be due to DoD or DA as a result of any failure on my part to comply with the terms of this continued service agreement may be withheld from any monies the Government owes me, or may be recovered by such other methods as are approved by law.

6. I will seek and obtain approval, through the official responsible for authorizing Government training requests, of any proposed change in my approved training program involving course and schedule changes, withdrawal from any course or class, the receipt of an "incomplete" in any course or class and increased or unanticipated costs to be incurred.

7. I will not receive any contributions, awards or payments in connection with this training, from any other Government agency or non-Government organization, without first obtaining approval from the official responsible for authorizing Government training.

8. Should I fail to complete the training program successfully due to circumstances within my control, I will reimburse the agency for all training expenses associated with my attendance at the training program (excluding salary) as set forth in paragraph 1.

SETM Program Participant Initials \_\_\_\_\_



Army Directive 2012-09, Enclosure 7  
Continued Service Agreement

**TERMINATION.** Unless I am earlier released from this agreement by CSLMO, the Assistant Secretary of the Army (Manpower and Reserve Affairs) or the Assistant Secretary of the Army (Acquisition, Logistics and Technology (if I am slated to serve or am serving in an Acquisition Workforce position), this continued service agreement will remain in force for as long as I remain a participant in the SSC or DSLDP SETM Program modules and thereafter until I fulfill my period of obligated service.

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee full name (typed or printed): \_\_\_\_\_

Current position title, series and grade: \_\_\_\_\_

Duty station: \_\_\_\_\_

Email address: \_\_\_\_\_

Phone numbers (commercial & DSN): \_\_\_\_\_

**PRIVACY ACT STATEMENT**

**Authority:** 10 U.S.C. 3013, 5 U.S.C. 301, 5 U.S.C. 4108, 5 CFR Part 410.309, AR 350-1.

**Principal purposes:** This information will be used to memorialize a SETM Program participant's acceptance of the terms of the continued service agreement that is required for participation in certain SETM Program modules.

**Routine Uses:** The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at [http://dpclo.defense.gov/privacy/SORNs/blanket\\_routine\\_uses.html](http://dpclo.defense.gov/privacy/SORNs/blanket_routine_uses.html).

**Disclosure:** Voluntary, however, failure to provide the requested information may result in a delay of processing, the inability to contact you about your responsibilities under this continued service agreement or the Department of the Army's decision that the agreement was not properly entered into, thus preventing participation in the SETM module.

SETM Program Participant Initials \_\_\_\_\_

## SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

### DEFINITIONS OF UTILIZATION RATINGS

Utilization Rating	Select One:	
		<b>Ready for Increased Challenge</b> The applicant is ready now to move into position of equivalent or greater scope, impact, complexity, responsibility or institutional importance. This assessment is most applicable to individuals who have a consistent record of high performance and demonstrate the potential to perform at the highest possible levels of service. The applicant has maximized his/her contribution in his/her current position and is well prepared for a new challenge that benefits both the Department and the individual.
		<b>Ready for Career Broadening</b> The applicant is ready now to move laterally into a position of roughly equivalent scope, impact, complexity, responsibility and authority that offers different challenges, growth and/or broadening opportunities. This rating is most applicable to applicants who are making valuable contributions in their current positions and have demonstrated potential within their current organizations. These individuals would benefit from a career broadening opportunity or a focused development program.
		<b>Build Tenure/Experience</b> The applicant is "On Track" or "Recently Assigned." The individual requires additional time to effect change while in his/her current position. The applicant should continue to develop and/or accrue tenure before being considered for movement.
		<b>Contribute in Place</b> The applicant should remain in place because (1) he/she occupies a highly specialized, unique or niche position creating a need for continuity; (2) further action is required to build succession strategy for critical gaps; or (3) it is otherwise in the best interest of the Army and/or the applicant that he/she continues to serve in that role.



## Senior Enterprise Talent Management Request for a Developmental Experience Participant

<b>INSTRUCTIONS:</b> Thank you for requesting that the Senior Enterprise Talent Management Program provide you with a Army Senior Civilian Leader for a short-term developmental experience. To ensure that we provide you with the best list of candidates available to fulfill your request, please complete the five-part questionnaire below and return to csldosetm@conus.army.mil no later than <b>&lt;ENTER SUSPENSE DATE&gt;</b>	
<b>Part 1: Selecting Official Information</b>	
<b>1</b>	Who is the selecting official?
<b>2</b>	What is the selecting official's email address?
<b>3</b>	What is the selecting official's phone number? (Please include DSN.)
<b>Part 2: Supervisor Information</b>	
<b>1</b>	Who will supervise the work of the detailee?
<b>2</b>	What is the supervisor email address?
<b>3</b>	What is the supervisor's phone number? (Please include DSN.)
<b>4</b>	What criteria will be used to evaluate the detailee?
<b>Part 3: Background Information</b>	
<b>1</b>	What date would you like the detail to begin?
<b>2</b>	Is the detail to:
<b>a</b>	Fill a permanent civilian position that is currently/expected to be vacant?
<b>b</b>	Participate on a task force?
<b>c</b>	Complete a specific project?
<b>3</b>	Is the work full-time or part-time?
<b>4</b>	Is the work continuous or periodic?
<b>Definitions</b>	
<b>Continuous:</b> Work that is performed day after day for a period of time without departure from primary work location.	
<b>Periodic:</b> Work that is performed at specific sets in time. Example: Jane works at HQDA on a special project for 2 weeks and travels back to her home organization. After 1 month at home, Jane returns to HQDA for two additional weeks.	
<b>a</b>	If periodic, what is the expected frequency and duration of the TDY?
<b>5</b>	How long do you expect the developmental experience to last? (months or weeks)



Army Directive 2012-09, Enclosure 9  
Request for a Developmental Experience Participant

**Senior Enterprise Talent Management  
Request for a Developmental Experience Participant**

Part 4: Position Information		
1	What is the position title?	
2	Where will the duties take place? (installation or City, State)	
3	If the selectee will work on a project or task force, please describe in detail the duties he/she will be responsible for during this developmental experience.	
<i>(Begin Typing Here)</i>		
4	If the selectee will perform the duties of the person who vacated or will soon vacate the position, what is the PD number of the incumbent so that we may draft a set of duties for the detail?	PD #
5	Are you willing to accept applications from GS-14s?	
6	Are you willing to accept applications from GS-15s?	
7	Will the duties of this detail require a Top Secret security clearance?	
8	Will you consider applicants with a Secret security clearance?	
9	Do the duties of this detail require a Financial Disclosure?	
10	Does this detail require drug testing?	
11	Is this position designated as "Emergency Essential"?	



Army Directive 2012-09, Enclosure 9  
Request for a Developmental Experience Participant

**Senior Enterprise Talent Management  
Request for a Developmental Experience Participant**

12	What career program does the duties of this detail best align with?		
13	Are you willing to accept applicants from other career programs?		
	a	If yes, please select up to 3 additional career programs?	1
			2
			3
<b>Part 5: Expectations</b>			
1	What is the expected outcome you hope to receive from this individual?		
<i>(Begin Typing Here)</i>			